



Contingency Plans
In the event of Military Action in Iraq

Preparation, Response and Recovery

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Table of Contents

Introduction.....	3
Assumptions.....	4
Overall Strategies.....	4
Pre-Action Checklists	5
Actions at the Initiation of Military Action	6
Alternative Scenarios	6
Specific Plans and Programs for the Recovery Phase	7
Draft script (1) for a message from Governor Lingle	8
Draft Script (2) for a message from Governor Lingle	9
Draft Script for a message from Mayor Harris	10
Crisis Communication Center.....	11

Introduction

These contingency plans are meant to provide the Hawai'i Tourism Authority, its contractors, and the visitor industry with guidelines for minimizing negative outcomes and optimizing recovery in the event of military action in Iraq.

Guidelines are based upon assumptions about the nature and duration of military activities. They must, of course, be adapted to the realities of the situation as those realities become known.

Hawai'i Tourism Authority worked in collaboration with Hawai'i Visitors and Convention Bureau, SMG, and state Civil Defense to prepare these guidelines. They reflect an ongoing effort to prepare for catastrophic events related to business interruptions caused by war or terrorism, industry disruptions (strikes or airline grounding), natural disasters (hurricanes, tsunamis, etc.) and health emergencies (dengue fever, typhus, etc.).

As a state agency, Hawai'i Tourism Authority will take the lead in coordinating communication and response programs with other government agencies. Hawai'i Visitors and Convention Bureau and SMG will be responsible for executing response and recovery programs for the leisure and conventions/meetings markets. Collaboration and communication with the visitor industry is a necessary element in the success of these plans.

Assumptions

- While the timing of any military activity is unknown, Hawai‘i should plan for the possibility of military action as early as February. Weather conditions in Iraq are more favorable for military operations in the winter months.
- No assumptions have been made about the duration or intensity of the conflict. Therefore, alternative scenarios must be considered, and the situation will be evaluated as it unfolds.
- Based on experience in the post-9/11 period as well as the 1991 Gulf War, Hawai‘i can expect the market from Japan to be adversely affected by the war much more significantly than other major markets. The drop-off in visitors will be more dramatic and recovery will be slower than U.S. markets.
- Similar to the post-9/11 period, business travel will decline in the U.S. following a military strike in Iraq.
- Concerns about safety and terrorist activity will cause U.S. travelers to vacation closer to home throughout periods of uncertainty. More seasoned (frequent) travelers will continue to travel, while infrequent travelers (and Hawai‘i first time visitors) will tend to stay at home.
- The general marketing response programs Hawai‘i fielded in the post-9/11 period will guide recovery marketing: promoting value and highlighting travel to Hawai‘i as a way to get closer to family and spiritual values.

Overall Strategies

- Avoid making significant, long term commitments whenever possible. In an uncertain environment, Hawai‘i marketing programs will require a high degree of flexibility.
- Concentrate programs, using the following priorities:
 1. The U.S. West, the most responsive market following both 9/11 and the Gulf War.
 2. Specific cities in the U.S. East and Canada with direct air service to Hawai‘i.
 3. Japan, where a carefully timed, coordinated marketing response is necessary to support travel agents and wholesalers.
 4. Other markets as funds are available and opportunities are evaluated.
- Develop easy-to-execute, airline-oriented promotional programs. When airline traffic falls off, it is critical to support the airlines in maintaining load factors in order to maintain lift.

- An effective communications plan is necessary to insure the cooperation and involvement of all aspects of the visitor industry in recovery efforts.
- With a drop-off in out-of-state visitors, HTA and its contractors will support efforts in promoting kama'aina retailing and inter-island travel programs (such as the "Buy Hawai'i" program developed by the Chamber of Commerce).

Pre-Action Checklists

- Review contracts to determine what programs can be cancelled without penalty in the event of military action.
 - HVCB and SMG summarize significant contracts
 - HTA consolidates data from HVCB and SMG to develop a schedule of the total amount of marketing funds that can potentially be redirected into "emergency" programs by month.
- Develop prototype press releases and videotaped statements
 - DBEDT has indicated Governor Lingle is willing to videotape statements, which would be available for a video news release. Scripts are completed (and attached); awaiting production.
 - Mayor Harris has indicated his willingness to videotape a statement. A script is completed (attached); awaiting production.
 - The Hawai'i Convention Center has set up its HCTV (Hawai'i Convention Center Television system) so that video updates can be cablecast to Waikiki hotels.
 - HVCB will draft alternative press releases to cover different anticipated scenarios.
 - Confirm designated spokespeople: Governor Lingle primary, Rex Johnson secondary for the state; Tony Vericella primary for the Leisure market; Joe Davis primary for the Convention market
 - SMG will prepare a communications plan to telephone and correspond with 2003 and 2004 Convention Center booked customers. Complete.
- Draft letters to HTA's major festival and sporting events promoters, advising them that, in the event of a crisis, HTA would review the feasibility of canceling or postponing the event. Letters have been drafted and will be sent when necessary.
- DBEDT's READ and HVCB Market Trends Department prepare research tracking methods (similar to those developed post-9/11) to provide actionable data for the response team. These have been set up.
- Furnish materials for the HTA crisis communications center. (The center will be located in room 321 and 322 of the Hawai'i Convention Center).

- Contact lists (employees, media, contractors, industry), communications equipment, office supplies, security cards and other necessary materials will be staged in proximity to room 321. Room layouts are attached.
- HTA will continue ongoing discussions with airlines, travel wholesalers and retailers to agree upon and plan for promotional, cooperative programs to be implemented in the recovery phase of the crisis.
- HTA and HVCB met to review marketing materials developed post-9/11 to insure that they are up-to-date and relevant to the current environment.

Actions at the Initiation of Military Action

- Immediately cancel all brand advertising (that can be cancelled) in all markets scheduled in the coming sixty days. The money from cancelled brand advertising programs will be made available for public relations and promotional programs that provide more direct support for immediate consumer response.
- Review all trade shows and other marketing activity to determine the status of the show/event and the ability to cancel if warranted.
- Review scheduled sporting events and festivals to make determinations as to which can or should be cancelled or rescheduled.
- Issue statements to the visitor industry trade press (U.S., Japan, and other markets) providing a status of Hawai'i's industry.
- Review and release, if and when appropriate, a video press release for consumer media featuring Governor Lingle.
- Launch a communications program for the Hawai'i visitor industry, providing a status on the situation and marketing initiatives using e-mail and/or blast fax.
- Schedule a meeting with government officials (Governor's office, Legislature, DBEDT), HTA Board, and industry to review plans and consider the need for additional resources.

Alternative Scenarios

After the start of any military action, HTA will meet frequently with HVCB, SMG, industry representatives and other government agencies to assess the potential intensity and duration of the war.

- In the event of an intense war, marketing will remain on hiatus since advertising and marketing messages would very likely be ineffective during an intense military conflict.
- Should the war continue for some time (without high levels of casualties), HTA and its contractors will evaluate the prospects for moving from a "response" to a

“recovery” phase of the crisis plan, redirecting marketing budgets and reformulating marketing messages to respond to conditions.

- In the event of a short, relatively bloodless war, HTA and its contractors will determine whether and when to return to the approved Annual Tourism Marketing Plan.

Specific Plans and Programs for the Recovery Phase

The HVCB contingency marketing plan (attached) contains specific marketing action plans. In addition to these plans, there are two general initiatives in the HVCB plans that require further discussion and development.

- **Co-operative Promotional Programs.** A promotional incentive is a powerful idea for fueling visitor growth in the recovery phase of the crisis plan. In the case of the Iraqi war contingencies, HTA is discussing promotional programs that involve the airlines (using redirected funds) in order to:
 1. Provide value to the consumer.
 2. Support airlift to Hawai‘i on specific routes or from specific cities.
 3. Involve the airlines in Hawai‘i’s recovery efforts.

In addition to airline programs, travel wholesalers, vacation packagers, online and other travel industry cooperative partners will be invited to develop value-added promotional programs that are relatively simple to implement, offer value to the consumer and avoid deep-discounting (which adversely impacts profitability and is difficult to end).

- **An “Aloha Mission” to Japan.** Following the 9/11 terrorist attacks, HTA and HVCB arranged an “Aloha Mission” to Japan, headed by the Governor and former Governors and included business and travel leaders from Hawai‘i. The contingent met with key industry leaders, government officials and media representatives. A template for the “Aloha Mission” is included in the HVCB plans. The post-9/11 mission should be reviewed to determine how it should be modified to fit the circumstances of an Iraqi military action and to determine the most appropriate timing for such a mission. Since the governor’s availability may be limited during a crisis, a pre-recorded videotaped message (captioned in Japanese) will also be available to provide an official presence in the event that the governor is not immediately available.

Draft script (1) for a message from Governor Lingle

Governor Lingle – PreProduced Video for War Contingency

Aloha. I'm Linda Lingle and I have the great privilege to be the governor of Hawai'i ... the Aloha state. As we all face uncertainty and conflict, I want to assure you that Hawai'i provides an oasis of calm in a stressful world.

For those of you who have visited Hawai'i, you probably know how special it is. Hawai'i is the most diverse of our states with people from many cultures and backgrounds living together in harmony. Our Hawaiian cultural heritage has taught us all to "live aloha" and to welcome the world with open arms. Our world class resorts offer visitors the chance to experience an incredible variety of activities from spas and watersports to world class restaurants and shows. Hawai'i's six islands contain an endless variety of sites to explore. And, Hawai'i's natural wonders remind us that this creation is truly a gift to be cherished.

For all these reasons, a visit to these islands of aloha can be a secure refuge from the stress of current events. We look forward to sharing our aloha ... and all the wonders Hawai'i has to offer. *E komo mai*. Come visit us soon.

Draft Script (2) for a message from Governor Lingle

Governor Lingle – PreProduced Video for War Contingency (2)

Aloha. I'm Linda Lingle and I have the great privilege to be the governor of Hawai'i ... the Aloha state. With all of the concerns about world events, I want to assure you that Hawai'i continues to welcome visitors from around the world. In fact, Hawai'i is especially appropriate as a place for vacations and meetings in these unsettled times.

As America's only island state, Hawai'i enjoys the peace of mind that comes from U.S. security standards ... but in a unique island setting.

Certainly, there may be some concerns about traveling during times of international tension. To keep our visitors aware of current conditions in Hawai'i, we have added pages to the Hawai'i website – gohawaii.com – that will provide you with up-to-date information about transportation and security. Of course, when you visit gohawaii.com, you'll also find all of the exciting activities, attractions, resorts, and sites that you can enjoy in these islands of aloha.

If you've been thinking of getting away from it all ... there's no better place to do that than Hawai'i. *E komo mai*. Come visit us. You'll find that this unique American destination is a secure and enchanting set of islands in a stressful world.

Draft Script for a message from Mayor Harris

Mayor Harris – PreProduced Video for War Contingency

(For Japan – To Be Translated and Subtitled)

Aloha. I'm Jeremy Harris, mayor of Honolulu. Although the world today is filled with stress and uncertainty, Honolulu continues to welcome visitors with open arms and a spirit of aloha. In fact, because of the stressful world situation, the time is right for a vacation that can provide a feeling of calm and relaxation. Come to Honolulu and you can enjoy all of the many attractions, and activities that make Honolulu and Waikiki world famous. Our sunny beaches and attractive shops haven't changed because of the world situation. And the world situation certainly hasn't changed the welcome that we extend to our Japanese guests. About the only thing that has changed is that we are working even harder than ever to insure that our visitors have a safe and carefree vacation. *E komo mai*. Please come visit Honolulu and Waikiki soon. We welcome the chance to share our aloha with you.

Crisis Communication Center

Staffing and Equipment

Hawai'i Tourism Authority Crisis Communication Center

- Location: Room 321 Hawai'i Convention Center
- Workspace for 10 people
 - HTA: Rex Johnson, Frank Haas, Caroline Anderson
 - HVCB: Tony Vericella, Gail Chew
 - Airline: Ron Wright
 - Other stations (staffed as needed) available for Hawai'i Hotel Association, Ground Transportation, Civil Defense
- Designated personnel will be issued HCC security cards to allow after-hours access to the building
- Equipment:
 - 2 Fax machines (one incoming, one outgoing)
 - Copier (business center in HCC will be activated for additional support)
 - Television monitors and cable hook-ups (2)
 - Internet access (with static address for HVCB's network)
 - Video teleconferencing equipment
- Room 322B will be set up with a conference/work table seating 20
- Room 321B will be set up to provide a venue for press conferences